

Integrating Services into Permanent Housing

RESPONDING TO RESIDENT NEEDS

Service-enriched housing represents an innovative and systemic change in confronting the long-term needs of families and individuals caught in the cycle of chronic poverty. Social services coordination, also referred to as case management, can assist residents in resolving crises in their lives and in gaining access to community-based resources designed to help them increase their self-sufficiency, employability, and economic self-reliance. Crises to address may vary from job loss or money-management problems, to domestic violence or drug abuse. For property owners, resident access to services can mean fewer problems with late rent payments, better property maintenance by residents, and less resident turnover.

Community and neighborhood resources for residents may include the following:

- child care
- after-school programs
- family counseling
- job training
- health care
- mental health care
- employment counseling
- youth programs
- food pantries
- individual counseling
- job placement
- enrichment programs

Accessing Neighborhood Social Services & Resources

Since people often do not know how to access resources, a social services coordinator can assist them in a number of ways. Generally, the services coordinator works with residents by identifying their problem and need, helping them obtain the appropriate program or service, and monitoring and evaluating the results. Property owners can help residents access needed social services through a variety of methods. Owners can hire an on-site social services coordinator or an off-site services coordinator responsible for several different buildings, or contract with a local service provider to offer support. Some communities also have government and/or private social service agencies to help people in crisis.

Utilizing an Existing Social Services Network

Often there are directories which can help identify a needed resource. Newcomers to social services can begin by researching known social service agencies to see what resources they provide, and who they serve. A skilled services coordinator will already know of existing programs and how people in need can access them. In some cases, the services coordinator may develop an ongoing collaboration with specific providers or self-help groups such as Alcoholics Anonymous, so that residents can have continual access to support they need to lead more stable lives.

Creating Neighborhood Support Services

In communities which lack resources, it may be necessary to convene a group of concerned individuals to collaborate on ways that the existing community can create resources to meet identified needs. Again, a social services coordinator can be key to organizing relevant agencies or professionals to develop and provide needed services either at their agency or in your building.

Making services available to residents may be challenging, but is not impossible. Invest time in recruiting competent people to handle the job. In addition to understanding tenant rights and responsibilities, a social services coordinator should be familiar with the community, its resources, and the basic elements of case management.

MODELS

Service-enriched housing can be multi-family housing or single-family housing, owned by a non-profit developer or agency, master-leased by a non-profit agency, or owned by a private landlord who collaborates with a service provider. Increasingly, non-profit developers are “contracting” with an outside social services agency for services to residents in the buildings they develop, own and manage. In some cases, one can find for-profit owners/developers doing the same -- contracting with a local social services agency to provide support to residents of their buildings.

Depending on size, there may be both an on-site management and an on-site, full-time services person (or in some cases services personnel), or one case manager or social worker may be shared with other sites, working a few days or a few hours per week at each. Services and assistance are available to residents, but they do not have to use them. Although renters, residents feel a sense of “home ownership.” Residents collaborate with management in a variety of ways. There are resident-directed activities and resident-directed rules and regulations. Residents, management, and service providers work together as a team.

The service-enriched housing model can vary from site to site, depending on the physical structure itself and on the needs of families. Beyond Shelter may own and manage the residential facility – or may provide on-site services at a site developed by — or in collaboration with — another agency/ies. While the specific service model can vary, common throughout is the ability of service-enriched housing to respond to the multiple needs of low-income families as they move toward stability and economic self-sufficiency. And in all service-enriched housing developments, the dignity of the family is preserved, especially since services are not a mandatory condition of residence, but rather are designed to provide support as needed.

MODELS OF SERVICE-ENRICHED AFFORDABLE HOUSING

The following pages illustrate various ways in which service-enriched affordable housing can be configured.

Model A, a self-contained building with on-site services coordinator would be feasible for larger projects, with approximately 50 or more units.

Model B can serve smaller, scattered projects. The services coordinator would be based at one site and rotate among the others.

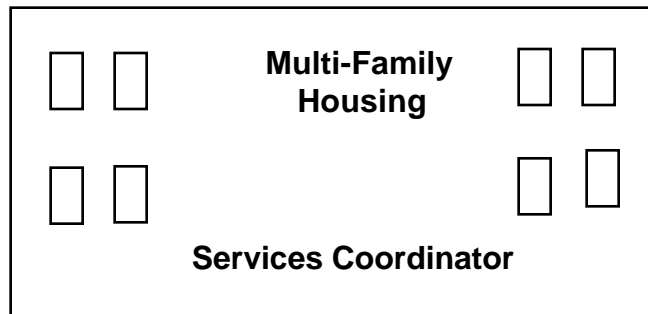
Model C shows one type of collaboration which can take place between a social service agency and a nonprofit developer, drawing on the expertise of each to produce service-enriched housing for various types of populations.

Model D represents another type of collaborative, between a nonprofit developer which is developing housing in different neighborhoods, and working with the local mental health care or social service provider for that neighborhood. Hence, a series of geographically-based collaborations take place to ensure that residents receive the services they need.

Model E is likely to take place in a community where a single social service agency can contract to serve several nearby buildings. Unlike a social service agency which serves the community at large, this arrangement could mean not only providing services to residents, but also organizing the tenants for their own self-governance. Thus, this would take the social service agency a step beyond its traditionally defined role of service provider and into the arena of tenant organizing.

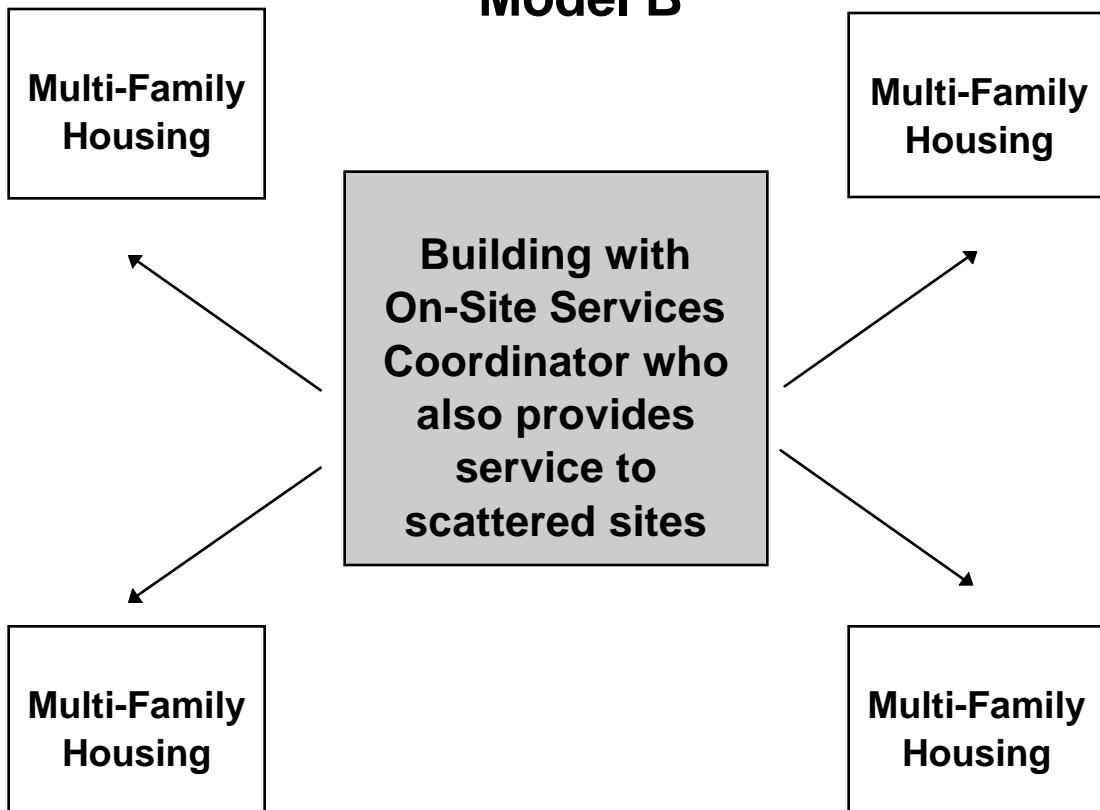
Model F shows a type of collaboration that serves an entire community. In this collaboration, a nonprofit developer develops multi-family housing which has a services center either on-site or at a nearby location. The services center then provides services to tenants living in the housing site and to neighborhood residents.

Model A

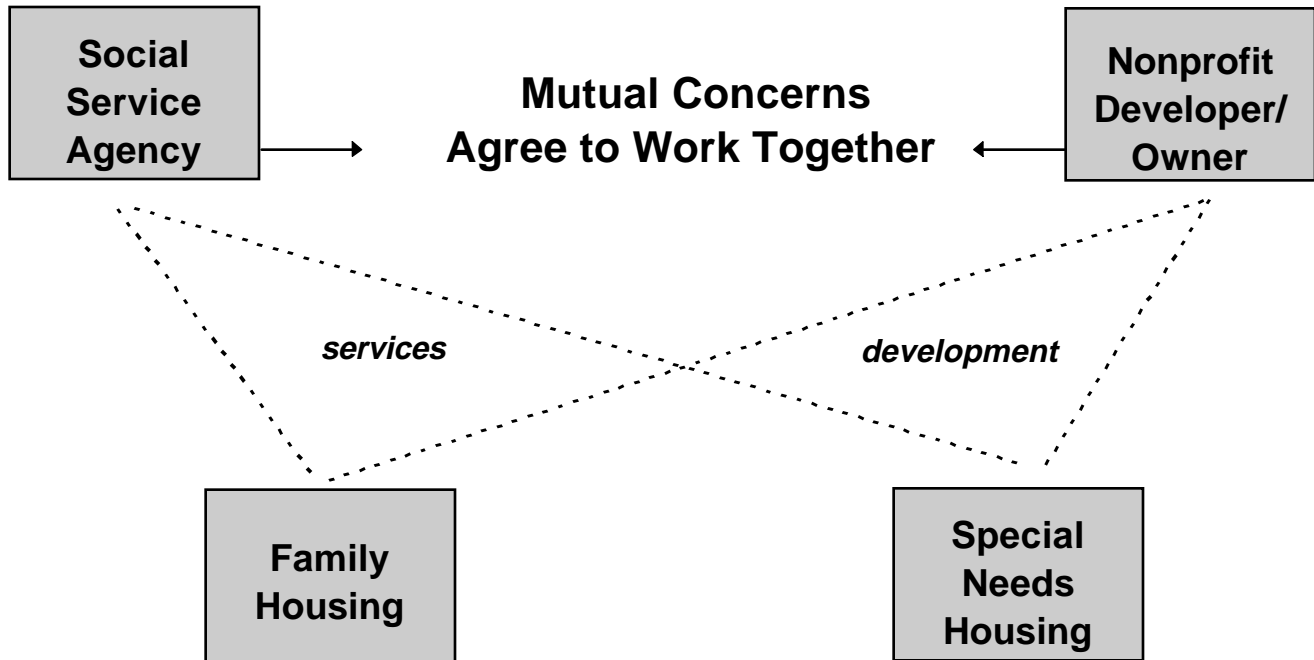


self-contained, one building,
owner provides on-site services coordinator

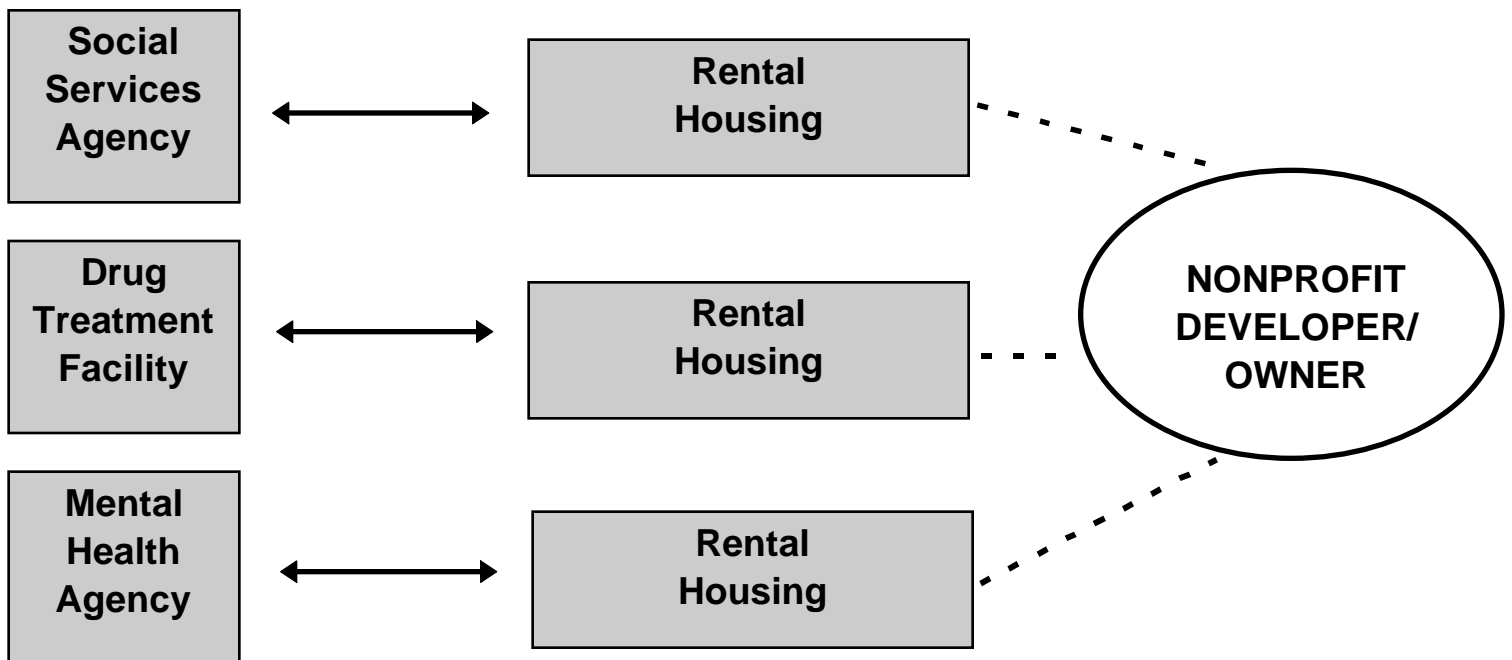
Model B



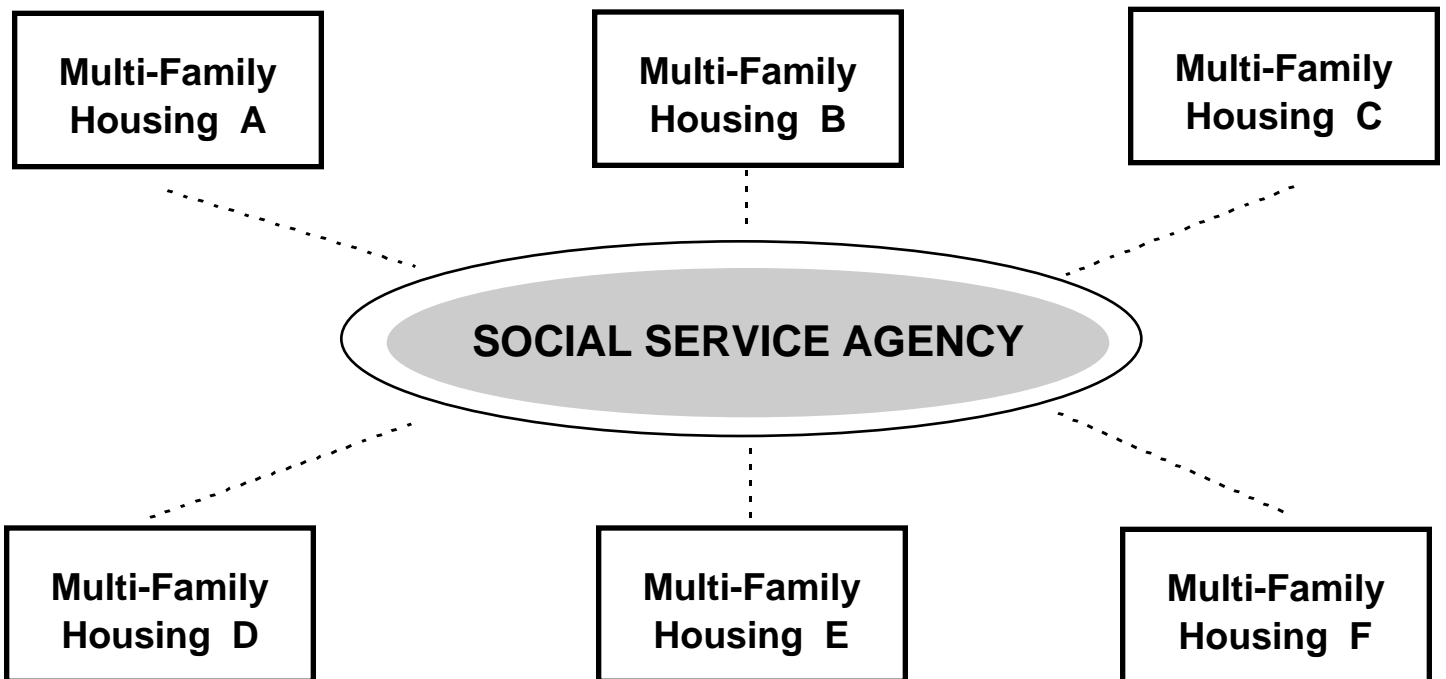
Model C



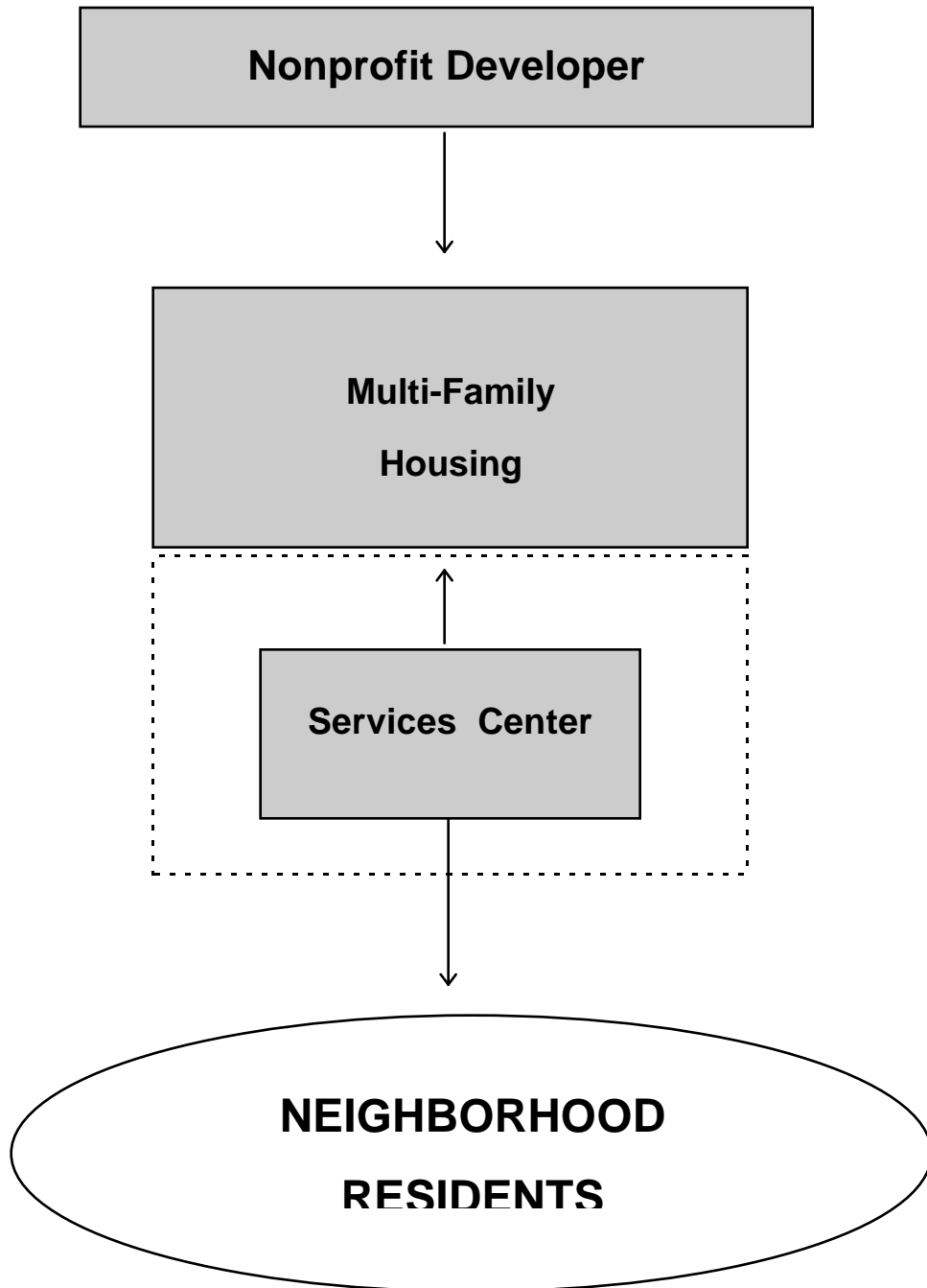
Model D



Model E



Model F



THE ROLE OF THE PROPERTY MANAGEMENT COMPANY

Non-profit housing development organizations may decide to take on the role of the Property Management Agent or contract for services by an experienced Property Management Company. In either instance, the traditional duties of the Property Management company remain as follows:

- **Building Maintenance and Security**
- **Financial Management**
- **Leasing and Occupancy**
- **Resident/Management relations**
- **General Management**
- **staffing and personnel**
- **office administration**
- **training**
- **insurance and bonding**
- **compliance monitoring/reporting**

The Role of the On-Site Manager

- **Accept applications**
- **Collect rents and other fees**
- **Maintain resident files**
- **Submit work/maintenance orders**
- **Listen and respond to residents' requests**
- **Maintain a high level of security**
- **Assist the Services Coordinator**
- **Communicate with residents**
- **Attend periodic meetings**

The Role of the Services Coordinator

- **Provision of crisis intervention and short-term case management**
- **Provision of long-term case management for residents striving for greater social and/or economic self-sufficiency**
- **Development of and support to resident self-governance**
- **Development and coordination of on-site programs and activities for residents and their children**
- **Intervention and prevention of problems related to substance abuse, criminal activity, destruction of property, and/or other issues harmful to the residents and their building**
- **Coordination with management on issues related to health and safety and building maintenance**
- **Liaison to community groups and neighborhood-based resources and services**

The Role of the Resident Management Committee

- **Involvement in management issues**
- **Represents all residents in building**
- **Presents resident concerns to management**
- **Alerts management to health and safety issues**
- **Attends/organizes attendance to community and neighborhood meetings**
- **Plans and coordinates social activities**
- **Helps orient new residents**

AFFORDABLE HOUSING + CASE MANAGEMENT

WHAT IS CASE MANAGEMENT?

Case management helps empower people to strive for stability and self-sufficiency. The main purpose is to help people identify goals, gain access to the resources they need to achieve their goals, and ideally, to coordinate services provided by community-based and governmental resources. Case management can also be preventative: assisting residents during a crisis (job loss, financial mismanagement, family violence, etc.), preventing a problem from escalating (sometimes resulting in eviction and homelessness).

BENEFITS OF CASE MANAGEMENT IN SOCIAL SERVICES DELIVERY

- it is cost-effective
- it prevents duplication of services
- it results in more appropriate referrals for residents
- it makes better use of existing resources
- follow-up and prevention reduce the recurrence of crises
- it can provide services geared to special needs

BASICS OF GOOD CASE MANAGEMENT

- Assessment of a resident's needs and strengths.
- Development of an individualized plan of services and activity related to the above.
- Ongoing interaction with resident and service providers to coordinate activity.
- Monitoring service delivery to ensure that residents and service providers are engaged in activities related to the plan.
- Evaluation and follow-up activities.

SOME BENEFITS OF SERVICE-ENRICHED HOUSING

- Service-enriched housing can provide a “safe haven” for people living there.
- Depending on its structure, it can provide a sense of resident “ownership” and autonomy.
- It can provide intervention and support for residents experiencing a crisis.
- It can provide ongoing support for people with special needs.
- It can coordinate or provide access to fragmented community resources and services.
- It can empower people living there to reach for higher goals and assist them in achieving those goals.
- It can create a sense of community within the project -
- and without.
- It enhances neighborhood and community development.

SERVICE-ENRICHED HOUSING RESOURCES

